

# JOZINI MUNICIPALITY



## CONSOLIDATED

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

(S D B I P)

2009/2010 BUDGET YEAR

**CERTIFICATE OF APPROVAL**

**Jozini Municipality**

**Consolidated Service Delivery And Budget Implementation Plan  
2009 - 2010**

**Approved by The Mayor as required in Section 1 of the Municipal Finance Management Act (No.56 of 2003)**

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**Cllr. T.P. Mthethwa - Mayor**

\_\_\_\_\_  
27-Jun-09  
**Date**

\_\_\_\_\_  
**N.N. Nkosi - Municipal Manager**

\_\_\_\_\_  
27-Jun-09  
**Date**

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## Introduction

Section 1 of the Municipal Finance Management Act (No.56 of 2003) defines the SDBIP as:

“A detailed plan approved by the mayor of a municipality in terms of section 53

(1)© (ii) For implementing the municipality’s delivery of services and the execution of its annual budget and which must include (as part of the top-layer) the following:

- (a) Projections for each monthly of-
  - (i) Revenue to be collected, by source; and
  - (ii) Operational and capital expenditure, by vote;
- (b) Service delivery targets and performance indicators for each quarter.

The municipal manager is responsible for the preparation of the SDBIP, which must be legally submitted to the mayor for approval once the budget has been approved by the council (around end-May or early-June).

However, the municipal manager should start the process to prepare the top-layer of the SDBIP no later than the tabling of the budget (around March or earlier) and preferably submit a draft SDBIP to the mayor by 1 May (for initial approval). Once the budget is approved by the Council, the municipal manager should merely revise the approved draft SDBIP, and submit for final approval within 14 days after the approval of the budget. The mayor should therefore approve the final SDBIP and performance agreement of the municipal manager public within 14 days, preferably before 1 July. Note that it is only the top layer (of high-level) detail of the SDBIP that is required to be made public.

It is the output and goals made public in the SDBIP that will be used to measure performance on a quarterly basis during the financial year. Note that such in-year monitoring is meant to be a light form of monitoring. The council should reserve its oversight role over performance at the end of the financial year, when the mayor tables the annual report of the municipality. The in-year monitoring is designed to pick up major problems only, and aimed at ensuring that the mayor and municipal manager are taking corrective steps when any unanticipated problems arise. The SDBIP serves a critical role to focus both the administration and council on outputs by providing clarity of service delivery expectations, expenditure and revenue requirements, service delivery targets and performance indicators.

The SDBIP provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance. The SDBIP is a management, implementation and monitoring tool that will assist the mayor, councilors, municipal manager, senior managers and community. A properly formulated SDBIP will ensure that appropriate information is circulated internally and externally for purposes of monitoring the execution of the budget, performance of senior management and achievement of the strategic objectives set by council. It enables the municipal manager to monitor the performance of senior managers, the mayor to monitor the performance of the municipal manager, and for the community to monitor the performance of the municipality. The SDBIP should therefore determine (and be consistent with) the performance agreements between the mayor and the municipal manager and the municipal manager and senior managers determined at the start of every financial year and approved by the mayor. It must also be consistent with outsourced service delivery agreements such as municipal entities, public-private partnership, service contracts and the like.

## **The SDBIP concept**

Municipal managers are encouraged to develop the SDBIP concept further so that it is meaningful and useful to managers. Many municipal managers will already have some form of management plan and the challenge is to develop such management plans as a SDBIP.

Whilst the budget sets yearly service delivery and budget targets (revenue and expenditure per vote), it is imperative that in-year mechanisms are able to measure performance and progress on a continuous basis. Hence, the end-of-year targets must be based on quarterly and monthly targets, and the municipal manager must ensure that the budget is built around quarterly and monthly information. Being a start-of-year planning and target tool, the SDBIP gives meaning to both in-year reporting in terms of section 71 (monthly reporting), section 72 (mid-year report) and end-of-year annual reports.

The SDBIP is essentially the management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used. The SDBIP indicates the responsibilities and outputs for each of the senior managers in the top management team, the inputs to be used, and the time deadlines for each output. The SDBIP will therefore determine the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible. The SDBIP should also provide all expenditure information ((for capital projects and services) per municipal ward, so that each output can be broken down per ward, where this is possible, to support ward councilors in service delivery information.

The SDBIP is also a vital monitoring tool for the mayor and council to monitor in-year performance of the municipal manager and for the municipal manager to monitor the performance of all managers in the municipality within the financial year. This enables the mayor and the municipal manager to be pro-active and take remedial steps in the event of poor performance. The SDBIP aims to ensure that managers are problem-solvers, who routinely look out for unanticipated problems and resolve them as soon as possible.

The SDBIP also enables the council to monitor the performance of the municipality against quarterly targets on service delivery.

Being a management and implementation plan (and not a policy proposal), the SDBIP is not required to be approved by the council; it is however tabled before council and made public for information and for the purpose of monitoring. The SDBIP should be seen as a dynamic document that may (at lower layers of the plan) be continually revised by the municipal manager and other top managers, as actual performance after each month or quarter is taken into account. However, the top-layer of the SDBIP and its targets cannot be revised without notifying the council, and if there is to be changes in the service delivery targets and performance indicators, this must be with the approval of the council, following approval of an adjustment budget (section 54(1)(c) of MFMA). This council approval is necessary to ensure that the mayor of municipal manager do not revise service delivery targets downwards in the event where there is poor performance.

## **Timing and Methodology for Preparation of the SDBIP**

Section 69 (3)(a) of the MFMA requires the accounting officer to submit a draft SDBIP to the mayor no later than 14 days after the approval of the budget and drafts to the performance agreement as required in terms of the section 57 (1)(b) of the municipal Systems Act. The mayor in accordance with section 53(1) (c) (ii) of the MFMA.

These are legal requirements and deadlines limits to assist a municipality to comply with the law-however, best practice suggests that this be done earlier by municipalities, starting with senior managers to draw up their second layer departmental SDBIPs in the early stages of the planning and budget preparation process in line with the strategic direction set in the IDP. The mayor and municipal manager should lead this process.

The municipality should ideally publish its draft SDBIP with its draft budget, or soon after as supporting documentation to assist its budget hearings process normally held at the end of March or in April. As noted above, the SDBIP should be submitted to the mayor by 1 May at the latest. If the draft SDBIP is to be provided for the budget hearings, the municipality may want to bring this date forward, or provide departmental SDBIPs as supporting information to the relevant committee around the end of March. In this case, the mayor will need to approve such departmental of draft SDBIP by mid-March. It should be noted that it is up to the municipality to determine extra detail, ad whether they wish to bring forward their deadlines for submission and approval. A municipality could also opt to have a high level SDBIP complete with ward break-downs for tabling and publication, but may also in addition make available lower layer departmental SDBIPs and other information as requested by council.



With careful planning of the budget process it may be possible for the mayor to approve the SDBIP on less than 7 days after the council approves the budget. Legally, to take into account of possible revisions to the budget, the Act allows for this to occur not later than 28 days after budget approval.

The SDBIP is a key management, implementation and monitoring tool, which provides operational content to the end-of-year service delivery targets, set in the budget and IDP. It determines the performance agreements for the municipal manager and all top managers, whose performance can then be monitored through section 71 monthly reports, and evaluated through the annual report process.

### Monthly Projections of Revenue by Source

[illegible]

# Monthly Projections of Revenue & Expenditure by Vote

	July			August			September			October			November			December	
	Opex R'000	Capex R'000	Revenue R'000	Opex R'000	Capex R'000	Revenue R'000	Opex R'000	Capex R'000	Revenue R'000	Opex R'000	Capex R'000	Revenue R'000	Opex R'000	Capex R'000	Revenue R'000	Opex R'000	Capex R'000
<b>Expenditure and Revenue by Vote</b>																	
<b>Department - Municipal Managers Office</b>																	
Vote: Executive & Council	971	55	3,877	971			971			971			971		3,877	971	
<b>Department - Chief Financial Officer</b>																	
Vote: Finance & Administration (Finance)	491		285	491		423	491	200	1,423	491		423	491		512	491	
Vote: Treasury & Budget Office																	
<b>Department - Corporate Services</b>																	
Vote: Finance & Administration (HR, IT, etc)	419		1,691	419			419			419			419		1,691	419	
<b>Department - Planning &amp; Development</b>																	
Vote: Planning & Development	689		2903	689			689			689			689	6,107	8,618	689	
<b>Department - Technical Services</b>																	
Vote: Technical Services																	
Vote: Project Consolidate																	
<b>Department - Community Services</b>																	
Vote: Community & Social Services	784		3,168	784			784			784			784		3,168	784	
Vote: Sports & Recreation																	
Vote: Housing																	
Vote: Public Safety	109		412	109		208	109		208	109	905	208	109		412	109	
Vote: Health																	
Vote: Waste Management	333		958	333		125	333		125	333		125	333		958	333	
<b>Total By Vote</b>	<b>3,796</b>	<b>55</b>	<b>13,295</b>	<b>3,796</b>	<b>-</b>	<b>756</b>	<b>3,796</b>	<b>200</b>	<b>1,756</b>	<b>3,796</b>	<b>905</b>	<b>756</b>	<b>3,796</b>	<b>6,107</b>	<b>19,236</b>	<b>3,796</b>	<b>-</b>

# Monthly Projections of Revenue & Expenditure by Vote

	January			February			March			April			May			June	
	Opex R'000	Capex R'000	Revenue R'000	Opex R'000	Capex R'000	Revenue R'000	Opex R'000	Capex R'000	Revenue R'000	Opex R'000	Capex R'000	Revenue R'000	Opex R'000	Capex R'000	Revenue R'000	Opex R'000	Capex R'000
<b>Expenditure and Revenue by Vote</b>																	
<b>Department - Municipal Managers Office</b> Vote: Executive & Council	971			971			971		3,877	971			971			971	
<b>Department - Chief Financial Officer</b> Vote: Finance & Administration (Finance) Vote: Treasury & Budget Office	491		423	491		423	491		512	491		423	491		423	491	
<b>Department - Corporate Services</b> Vote: Finance & Administration (HR, IT, etc)	419			419			419		1,691	419			419			419	
<b>Department - Planning &amp; Development</b> Vote: Planning & Development	689			689	6,107	6,450	689		2,903	689			689	6,107	6,450	689	
<b>Department - Technical Services</b> Vote: Technical Services Vote: Project Consolidate																	
<b>Department - Community Services</b> Vote: Community & Social Services Vote: Sports & Recreation Vote: Housing Vote: Public Safety Vote: Health Vote: Waste Management	784			784			784		3,168	784	40		784			784	
	109		208	109		208	109	905	412	109		208	109		208	109	
	333		125	333		125	333		958	333		125	333		125	333	
<b>Total By Vote</b>	<b>3,796</b>	<b>-</b>	<b>756</b>	<b>3,796</b>	<b>6,107</b>	<b>7,206</b>	<b>3,796</b>	<b>905</b>	<b>13,521</b>	<b>3,796</b>	<b>40</b>	<b>756</b>	<b>3,796</b>	<b>6,107</b>	<b>7,206</b>	<b>3,796</b>	<b>-</b>



Revenue R'000
423
208
125
756

<b>Quarterly Projections for Service Delivery Targets and other Performance Indicators</b>	
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Vote / Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending September		Quarter Ending December		Quarter Ending March		Quarter Ending June		Explanation of Variance
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
<b>National KPA: Municipal Transformation and Organisational Development</b>												
1. Performance Management System aligned to the IDP developed and implemented	Performance Management System Developed	1		1								
2. An organisational structure aligned to the IDP established and operationalised.	Organisational Structure Approved	1		1								
3. Effective administrative and institutional systems	All Policies Developed and implemented	14						14				
4. The interface between Exco and Council to align administrative and political priorities	Delegations documented and roles and responsibilities clearly defined	1		1								
5. Integrated human resource management systems introduced and operationalised.	Operational Systems in place	1		1								
6. Customer service systems implemented	Quarterly Surveys and reports on customer services	4		1		1		1		1		

<b>Quarterly Projections for Service Delivery Targets and other Performance Indicators</b>
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Vote / Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending September		Quarter Ending December		Quarter Ending March		Quarter Ending June		Explanation of Variance
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
<b>National KPA: Infrastructure Development and Service Delivery</b>												
<b>Infrastructure Development and Investment Model Implemented</b>												
<b>1. MIG Projects</b>												
- Mkuze Service Centre	Completion certificate	1		1								
- Makhane Service Centre	Completion certificate	1				1						
- Makhonyeni Service Centre	Completion certificate	1						1				
- Sibonokuhle Service Centre	Completion certificate	1		1								
- Emadanishini Service Centre	Completion certificate	1						1				
- Mbadleni Hall	Completion certificate	1				1						
- Jozini Stadium	Completion certificate	1						1				
- Ekuhleleni Sportsfield	Completion certificate	1						1				
- Mthonjeni Community Hall	Completion certificate	1						1				
- Emabandleni Sportsfield	Completion certificate	1						1				
- Ezinkunini Sportsfield	Completion certificate	1						1				
<b>2. Project Consolidate</b>												
- Area 17 Water Project	Completion certificate	1						1				
<b>3. Tractors &amp; Trucks</b>												
- Purchasing of Trucks	Issued an Order	1				1						
<b>4. Fencing Cemeteries - Ingwavuma</b>												
- Appointment of a Contactor	Letter of Appointment	1								1		
- Execution of project	Completion certificate	1								1	1	
<b>5. Construction of Public Toilet &amp; Storeroom</b>												
- Appointment of a Contactor	Letter of Appointment	1								1		
- Execution of project	Completion certificate	1								1	1	
<b>6. Construction of Public Toilet &amp; Storeroom Mkuze</b>												
- Appointment of a Contactor	Letter of Appointment	1								1		
- Execution of project	Completion certificate	1								1	1	
<b>7. Repairs &amp; Maintenance</b>												
<b>7.1 Street Lights</b>												
<b>Jozini Town</b>												
- Execution of project	Completion Certificate	1				1						
<b>Mkuze</b>												
- Execution of project	Completion Certificate	1				1						
<b>Ingwavuma</b>												
- Execution of project	Completion Certificate	1				1						



<b>Quarterly Projections for Service Delivery Targets and other Performance Indicators</b>
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Vote / Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending September		Quarter Ending December		Quarter Ending March		Quarter Ending June		Explanation of Variance
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
<b>7.2 Public Toilets (Ingwavuma)</b>												
<b>General Maintenance</b>												
- Appointment of a Contactor	Letter of Appointment	1		1								
- Execution of project	Completion certificate	1		1								
<b>7.3 Construction of Septic Tank</b>												
- Appointment of a Contactor	Letter of Appointment	1		1								
- Execution of project	Completion certificate	1		1								
<b>7.4 Swimming Pool</b>												
- Execution of project	Completion certificate	1		1								
<b>7.5 Renovation of 121 Building</b>												
- Appointment of a Contactor	Letter of Appointment	1				1						
- Execution of project	Completion certificate	1				1						
<b>7.6 Renovation of Community Halls</b>												
- Appointment of a Contactors	Letter of Appointment	5				3		2				
- Execution of project	Completion certificate	5				3		2				
<b>7.7 Office Building</b>												
- Appointment of a Contactors	Letter of Appointment	1								1		
- Execution of project	Completion certificate	1								1		
<b>7.8 Municipal Access Roads</b>												
<b>Jozini Town</b>												
- Appointment of a Contactors	Letter of Appointment	1								1		
- Execution of project	Completion certificate	1								1		
<b>Mkuze Town</b>												
- Appointment of a Contactors	Letter of Appointment	1								1		
- Execution of project	Completion certificate	1								1		
<b>Ingwavuma</b>												
- Appointment of a Contactors	Letter of Appointment	1								1		
- Execution of project	Completion certificate	1								1		
<b>8. Upliftment Fund</b>												
- Ward projects (R40 000.00 per ward)	No. Of projects	17		4		5		5		3		
<b>9. Poverty Alliviation Projects</b>												
- 17 Ward projects (R 200 000.00 per ward)	No. Of projects	17		7		7		3				
<b>10. LED Strategy Review</b>												
- Appointment of a Service Provider	Letter of Appointment	1				1						

- Execution of project	Completion certificate	1				1						
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**Quarterly Projections for Service Delivery Targets and other Performance Indicators**

Vote / Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending September		Quarter Ending December		Quarter Ending March		Quarter Ending June		Explanation of Variance
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
<b>11. Tourism Information Centers</b>												
<b>Jozini Information Centre (Renovations)</b>												
- Appointment of a Contactors	Letter of Appointment	1				1						
- Execution of project	Completion certificate	1				1						
<b>12. Tourism Events</b>												
- Craft Exhibition	No. of Events held	1				1						
- School Program	No. of Events held	1				1						
- Heritage Events	No. of Events held	1				1						
<b>13. Refuse Bags</b>		1		1								
<b>14. Ashbins</b>	Delivery Note	1		1								
<b>15. Uniform</b>		1		1								
<b>16. Rehabilitation of Dump Site</b>												
- Appointment of a Contactors	Letter of Appointment	1				1						
- Execution of project	Completion certificate	1						1				

[illegible]

Quarterly Projections for Service Delivery Targets and other Performance Indicators
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Vote / Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending September		Quarter Ending December		Quarter Ending March		Quarter Ending June		Explanation of Variance
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
<b>National KPA : Municipal Financial Viability and Management</b>												
1. Sound financial management practices implemented in terms of the MFMA priorities and timeframes												
Budget aligned to development and service delivery targets as set out in the adopted IDP	Budget and IDP Alignment	1						1				
Budget and revenue management is effective	% Increase in municipal revenue											
Financial reporting and auditing is performed												
- Financial Reporting	Reports submitted	12		3		3		3		3		
- Internal Audit Unit	Extention of PWC contract by 1 year	1		1								
- External Audit	Audit Program finalised	1		1								
Institutional capacity for municipality to execute programs	No. of trainings											
2. Financial Management policies	No. of policies reviewed	2		2								
- Indigent Policy												
- Credit Control Policy												
3. Integrated financial management systems introduced and operationalised	VIP system integrated with Financial System	1				1						
4. Municipal financial viability targets set as in Finance Department SDBIP	Municipal financial viability achieved	1								1		
5. Financial legislation implemented and complied with including Property Rates Act	Monthly Billing	11		2		3		3		3		

<b>Quarterly Projections for Service Delivery Targets and other Performance Indicators</b>	
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Vote / Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending		Quarter Ending		Quarter Ending		Quarter Ending		Explanation of Variance
				September		December		March		June		
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
<b>National KPA : Good Governance and Public Participation</b>												
1. Procedures for community participation processes are adhered to												
- IDP	No. of community meetings	8				4		4				
- Budget	No. of community meetings	8				4		4				
2. Functioning of ward committees directly supported where applicable	Minutes of Ward Committee Meetings	68		17		17		17		17		
3. An anti-corruption strategy in terms of national strategy for the municipality is developed and implemented	Revised Anti-corruption startegy	1				1						
6. Financial and performance audit committee functional.	No. Of Meetings	4		1		1		1		1		
7. Mechanisms to ensure disclosure of financial interest in place	Declaration register functional	2		1				1				
Councillors	Declaration register functional	2		1				1				
Municipal Staff												
8. An effective communication strategy to promote good corporative governance	Organisational Communication startegy	1				1						
9. Unqualified audit report achieved and maintained.	Unqualified audit report	1								1		
10. Staff Meetings												
- Departmental Meetings	Minutes of staff meetings held	8		2		2		2		2		
- General Staff Meetings	Minutes of staff meetings held	8		2		2		2		2		
11. Report on implementation of budget	Quartely Reports	4		1		1		1		1		
12. Performance indicators in S D B I P	Quartely Assessment Reports	4		1		1		1		1		
13. Performance agreements in S D B I P	Made Public in July 2009	4		1		1		1		1		
14. Time schedule of key deadlines for budget & IDP Process	Tabled in August 2009	1		1	1							
15. Mid year performance assessment report	Tabled in January 2010	1						1				
16. Adjustment budget	Tabled in January 2010	1						1				

17. Annual Report	Tabled in January 2010	1						1				
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**Quarterly Projections for Service Delivery Targets and other Performance Indicators**

Vote / Indicator	Unit of Measurement	Annual Target	Revised Target	Quarter Ending		Quarter Ending		Quarter Ending		Quarter Ending		Explanation of Variance
				September		December		March		June		
				Projected	Actual	Projected	Actual	Projected	Actual	Projected	Actual	
18. Draft budget, revisions to IDP, resolutions and other related documents	Tabled in March 2010	1						1				
19. Issues raised in Auditors-General report	Addressed in March 2010	1						1				
20. Consultation on draft budget	No. of Meetings in April 2010	3								3		
21. Responds to submission of community	Amends budget in May 2010	1								1		
22. Service Delivery and Budget Implementation Plan	Approve in June 2010	1								1		
23. Monthly budget statements to Mayor and PT	No. of statements	12		3		3		3		3		
24. Monthly budget statements and mid-year budget and performance assessment	Consolidate in July 2009	1		1								
25. Consolidated report of withdrawals	Table quartely	4		1		1		1		1		
26. Report to council on expenditure incurred on staff salaries, wages, allowances and benefits	Submit quartely to Council	4		1		1		1		1		
27. Time schedule of key deadlines for budget and IDP process	Made Public in August 2009	1		1								
28. Annual financial statements to Auditor- General	Submit end of August 2009	1		1								
29. IDP consultation processes	Start in August 2009	3		2		1						
30. Internal strategic Consultation processes	Begin in September 2009	6		3				3				
31. Engages with national and provincial sector depts on sector specific programmes for alignment with IDP	Begin in September 2009	4		4								
32. Impact of different service delivery levels on rates & tariffs	Inform community in Oct 2009	1				1						
33. National policies, budget plans and potential price increases of bulk resources	Review with dept heds in Oct 2009	1				1						

34. Changes to the IDP for incorporation into IDP review	Review in November 2009	1				1					
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### Quarterly Projections for Service Delivery Targets and other Performance Indicators

[illegible]

**CASH FLOW (BUDGET): 2009/2010**

	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	TOTALS
Bank balance	1,000,000	2,805,895	845,790	885,686	20,581	4,099,809	2,139,704	1,179,600	2,562,828	4,463,723	1,790,877	174,106	1,000,000
<b>SOURCES INFLOW</b>													
Property Rates	208,333	208,333	208,333	208,333	208,333	208,333	208,333	208,333	208,333	208,333	208,333	208,333	2,500,000
Refuse Tariffs	208,333	208,333	208,333	208,333	208,333	208,333	208,333	208,333	208,333	208,333	208,333	208,333	2,500,000
Subsidies & Grants	12,766,000		1,000,000		18,481,333			6,450,333	12,766,000		6,450,333		57,913,999
Other	195,312	195,312	195,312	195,312	195,312	195,312	195,312	195,312	195,312	195,312	195,312	195,312	2,343,744
Investment withdrawn		1,000,000	2,000,000	3,000,000	2,000,000	1,000,000	2,000,000	4,000,000		1,000,000	1,000,000	3,000,000	
<b>TOTAL INFLOW</b>	<b>13,377,979</b>	<b>1,611,979</b>	<b>3,611,979</b>	<b>3,611,979</b>	<b>21,093,312</b>	<b>1,611,979</b>	<b>2,611,979</b>	<b>11,062,312</b>	<b>13,377,979</b>	<b>1,611,979</b>	<b>8,062,312</b>	<b>3,611,979</b>	<b>65,257,743</b>
<b>CASH OUTFLOW</b>													
Salaries, wages & allowance	1,935,245	1,935,245	1,935,245	1,935,245	1,935,245	1,935,245	1,935,245	1,935,245	1,935,245	1,935,245	1,935,245	1,935,245	23,222,934
Project Payments	1,636,839	1,636,839	1,636,839	1,636,839	1,636,839	1,636,839	1,636,839	1,636,839	1,636,839	1,636,839	1,636,839	1,636,839	19,642,067
Other				905,000	335,000				905,000	712,741			2,857,741
Payment of Creditors (MIG)					6,107,000			6,107,000			6,107,000		18,321,000
Investment made	8,000,000				7,000,000				7,000,000				
<b>TOTAL OUTFLOW</b>	<b>11,572,083</b>	<b>3,572,083</b>	<b>3,572,083</b>	<b>4,477,083</b>	<b>17,014,083</b>	<b>3,572,083</b>	<b>3,572,083</b>	<b>9,679,083</b>	<b>11,477,083</b>	<b>4,284,824</b>	<b>9,679,083</b>	<b>3,572,083</b>	<b>64,043,742</b>
Bank balance	2,805,895	845,790	885,686	20,581	4,099,809	2,139,704	1,179,600	2,562,828	4,463,723	1,790,877	174,106	214,001	214,001



CAPITAL ESTIMATES - CASHFLOW
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SUMMARY	ESTIMATES	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	TOTAL
<b>EXECUTIVE &amp; COUNCIL</b>												
Furniture & Equipment	20,000			20,000								20,000
Computers	35,000			35,000								35,000
<b>CORPORATE SERVICES</b>												
Computers	20,000		20,000									20,000
Furniture & Equipment	20,000		20,000									20,000
<b>COMMUNITY &amp; SOCIAL SERVICES</b>												
Computers	20,000		20,000									20,000
Furniture & Equipment	20,000		20,000									20,000
<b>PUBLIC SAFETY</b>												
Computers	20,000		20,000									20,000
Vehicles	100,000		100,000									100,000
Furniture & Equipment	290,000					290,000						290,000
Licence Testing Station	1,500,000					1,500,000						1,500,000
Carry Over: Licence Testing Station	1,200,000			1,200,000								1,200,000
<b>FINANCIAL SERVICES</b>												
Computers	150,000		150,000									150,000
Furniture & Equipment	50,000						50,000					50,000
Municipal Systems Improvement C	734,000				367,000			367,000				734,000
<b>PLANNING &amp; DEVELOPMENT</b>												
Cemeteries	250,000						250,000					250,000
Trucks & Tractors	900,000		900,000									900,000
MIG Projects - 2009/2010	17,146,000					5,715,333			5,715,333		#####	17,146,000
MIG Projects - Carry over - 2008/2009												-
Carry Over - Area 17 Water Project												-
Carry Over - Town Regeneration	1,200,000		400,000		400,000		400,000					1,200,000
Cemeteries	250,000						250,000					250,000
Computers	25,000					25,000						25,000
	<b>23,950,000</b>	<b>-</b>	<b>1,650,000</b>	<b>1,255,000</b>	<b>767,000</b>	<b>7,530,333</b>	<b>950,000</b>	<b>367,000</b>	<b>5,715,333</b>	<b>-</b>	<b>#####</b>	<b>23,950,000</b>